

# Index

---

- adjusted assessment decree *see* work-disability decree policy
- advanced industrial society *see* Marcuse, Herbert
- alienation
- between people 28, 29
  - from consumption 31, 126
  - linguistic origins of 21
  - objective work 8, 25–6
  - of bureaucrats 38, 127
  - of civil servant 30
  - of iPhone assemblers 27
  - of labor 25
  - of professionals 6
  - of the owner of an organization
    - from that organization 30
  - overview of 126
  - political usage 22
  - Seeman's classification of 9, 44
  - self 28, 29, 31–2
  - subjective 8, 25–6
  - theoretical usage of 21–2
- ASB *see* work-disability decree policy
- authority *see* legitimate authority
- Blauner, Robert 44
- bottom-up approach 42
- bureaucrats
- street level 12, 42–3
  - see also* bureaucratic personality
- bureaucratic
- ideal-typical structure 38–9
  - organization 29–30
  - personality 40–41
- business goals 143–5
- capitalism 28, 29–30
- case for change 89
- change fatigue 81, 142
- client meaningfulness
- of insurance physicians 76
  - of teachers 77
  - see also* meaningfulness
- change management 86
- implications for 144–5
- co-creation 155
- commitment to the public interest 151
- common method bias 95, 113–14
- Communist society 27
- compassion 151
- conclusions 138–50
- depersonalization 39
- of relationships 40, 41
  - see also* alienation
- Diagnosis Related Groups *see* DRG
- Discretion *see* professional discretion
- division of labor 27, 28
- DRG 3, 52, 108–9
- efficiency *see* business goals; NPM
- 'emergent' change approach *see* change management
- employee influence 145–6
- employee participation 145–6
- estrangement *see* alienation, linguistic origins of
- expert interviews 54
- factor analyses 54–61, 152–3
- false needs 32–3
- fee-for-service system 52
- Frankfurter Schule 29
- see also* Fromm, Erich; Marcuse, Herbert
- Fromm, Erich 29–32
- goal displacement 39
- health care payment systems 53
- Hegel, George Wilhelm Friedrich 23–5

- hierarchical organization *see*
  - hierarchical structure
- hierarchical structure, 72, 135–6
- HRM *see* human resources
  - management literature
- human relations movement 145–6
- human resources management
  - literature 145–6
- hypotheses
  - on effects policy alienation 87–90, 105
  - on effects organizational context 107
  - on effects personality characteristics 108
- implications
  - methodological 152–3
  - practical 153–4
  - theoretical 150–52
  - see also* conclusions
- items
  - final pool of meaningfulness 59–60
  - see also* policy alienation
    - measurement instrument
  - final pool of powerlessness 57
  - see also* policy alienation
    - measurement instrument
  - generation of 53–4
  - templates of *see* templates of items
- influence of employees 87–8
- interview protocol 164–7
- job satisfaction 47–9
- Law Health Market Organization *see* DRG
- Law on the Medical Examination of the Population *see* structural ultrasound assessment
- legal authority *see* legitimate authority
- legitimate authority
  - types of 37–8
- limitations 101
- Lipsky, Michael 41–3
- Marcuse, Herbert 32–4
- Marx, Karl 25–9
- Merton, Robert 39–41
- meaningfulness 145–7
- meaninglessness 10–11, 46–7, 127, 136–8
  - and resistance to change *see*
    - hypotheses; resistance to change
  - antecedents 74–77
  - see also* policy alienation
    - antecedents
    - descriptive statistics *see* policy alienation descriptive statistics
    - scales 58
    - see also* items
- methodological value *see* value
- midwives 91–2
- New Public Management
  - influence on policy alienation 140–42
  - see also* policy alienation
    - antecedents
  - components by Hood 66–7
  - definition 4
  - impacts on professionals 7, 140–42
  - research 14–15, 51
  - values 7
- NPM *see* New Public Management
- one-dimensional man *see* Marcuse, Herbert
- operational powerlessness
  - of insurance physicians 73–4
  - of teachers 74
  - see also* powerlessness
- output controls 66–7, 130–33
- organizational context 106–7, 147–9
  - and resistance to change *see*
    - hypotheses; resistance to change
- organizational turbulence 106–7
  - scale 112
- peer pressure *see* subjective norm
- performance criteria *see* performance management
- performance management 66–7, 130–33
- planned change theories *see* change management
- personality characteristics 107–8, 149
  - and resistance to change *see*
    - hypotheses; resistance to change
- Picasso, Pablo 24–5

- policy alienation  
   antecedents 65–9, 78, 135–36, 137  
   average 129–30  
   *see also* descriptive statistics  
   concept 158  
   definition 5, 44–5  
   descriptive statistics 60, 96, 114  
   dimensionality 10, 11, 44  
   dimensions 60, 127  
   framework 48  
   hypotheses *see* hypotheses  
   influence on resistance to change 90,  
     109, 121  
     *see also* resistance to change;  
       results  
   initial scale 61  
   interview protocol *see* interview  
     protocol  
   key factors *see* policy alienation  
     antecedents  
   measurement instrument 131–2,  
     163  
 policy behavior of professionals 151–2  
 policy changes 135  
 policy content 135, 145  
 policy goal 134–5  
   policy implementation 80  
   research 13–15  
   willingness *see* policy behavior of  
     professionals  
   *see also* Lipsky, Michael  
 policy meaninglessness *see*  
   meaninglessness  
 policy powerlessness *see* powerlessness  
 policy value *see* value  
 powerlessness 10–11, 45–6, 127, 136–8  
   and resistance to change *see*  
     hypotheses; resistance to change  
   antecedents 70–74  
   *see also* policy alienation  
     antecedents  
   descriptive statistics *see* policy  
     alienation descriptive statistics  
   scales 56  
   *see also* items  
 practical value *see* value  
 psychological reactance *see*  
   rebelliousness  
 private property 26  
 profession, definition of 10  
 professional 6  
   autonomy 50, 73–4, 100–101, 142–3,  
     152  
   association 49–50, 67–8, 71, 133  
     *see also* policy alienation  
       antecedents  
   discretion 46, 67, 79  
     *see also* professional autonomy  
   elites 88  
   group, status of 68, 74, 133–4  
     *see also* policy alienation  
       antecedents  
   identification 150–51  
   orientation 134  
     *see also* policy alienation  
       antecedents  
   orientation of insurance physicians  
     76  
   orientation of teachers 77  
   orientation-policy fit 80  
   values 7  
 professionalism 6, 49–50, 67–8  
   degree of 80  
   *see also* policy alienation  
     antecedents  
 PSM *see* public service motivation  
 public policies, definition 9  
 public professionals 11–12  
   *see also* bureaucrats; professionals  
 public sector, definition 10–11  
 public service motivation 151  
  
 rebelliousness 107–8  
   scale 113  
   *see also* personality characteristics  
 regulated competition *see* DRG  
 reliability *see* policy alienation  
   measurement instrument  
 resistance to change 49, 86–7  
   antecedents 100–101, 119–20  
   *see also* hypotheses; results  
   regression on organizational context  
     117  
   regression on personality  
     characteristics 117  
   regression on policy alienation  
     97–100, 116, 118  
   scale 94  
   resistance to policy *see* resistance to  
     change

- resource use, discipline 133
- restratification 88
- results
  - summary of 137, 139
- role conflict 49
- rule compliance 108
  - scale 113
  - see also* personality characteristics
- Rousseau, Jean Jacques
  - social-contract theory of 225
- Second Phase 70
- Seeman, Melvin *see* alienation,
  - Seeman's classification
- self-alienated person *see* alienation
- societal meaninglessness
  - of insurance physicians 75
  - of teachers 75–6
  - see also* meaninglessness
- strategic powerlessness
  - of insurance physicians 70–71
  - of teachers 71
  - see also* powerlessness
- street-level bureaucrats *see* bureaucrats
- structural ultrasound assessment 91–2
- Study House *see* Second Phase
- study limitations *see* limitations
- subjective norm 106, 148
  - scale 112
- support monitor 155
- tactical powerlessness
  - of insurance physicians 72
  - of teachers 72
  - see also* powerlessness
- templates of items 53, 55, 93, 111, 164
- terms *see* templates of items
- theoretical model effects of policy
  - alienation *see* policy alienation
  - influence on resistance to change
- theoretical value *see* value
- top-down approach 42
- UWV 72
- validity
  - content 54, 128
  - construct 61, 128–9
  - convergent 61
  - discriminant 61
- value
  - methodological 15
  - perceived policy 101
  - practical 15–16
  - theoretical 13–14
- Weber, Max 37–9
- willingness to change 87
- work alienation *see* alienation of labor
- work-disability decree policy 69–70

















